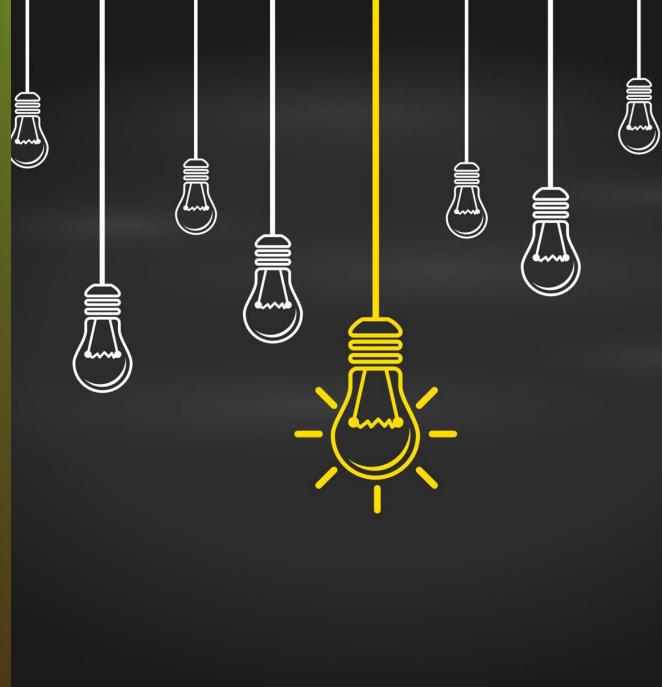
Burnout Basics

CHRISTINA MASLACH



WORLD HEALTH ORGANIZATION STATEMENT ON BURNOUT

- Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:
 - feelings of energy depletion or exhaustion
 - increased mental distance from one's job, or feelings of negativism or cynicism related to one's job
 - reduced professional efficacy
- Burnout is an occupational phenomenon.
- It is not classified as a medical condition.

FIX THE JOB, NOT JUST THE PERSON

- Common response to a crisis is to help employees cope with ongoing stressors
- But burnout research points to a different response

HELP THE WORKPLACE MODIFY ITS SOURCES OF
STRESS

 Given the current changes in the world, there are new opportunities to "think out of the box" and to experiment with new procedures and alternative strategies

JOB-PERSON MATCH IN SIX AREAS OF WORK LIFE

- DEMAND OVERLOAD
- LACK OF CONTROL
- INSUFFICIENT REWARD
- BREAKDOWN OF COMMUNITY
- ABSENCE OF FAIRNESS
- VALUE CONFLICTS

SUSTAINABLE WORKLOAD CHOICE AND CONTROL RECOGNITION AND REWARD SUPPORTIVE WORK COMMUNITY FAIRNESS, RESPECT, AND SOCIAL JUSTICE CLEAR VALUES AND MEANINGFUL WORK

BOTTOM LINE

- There are many possibilities, within all six areas, to make a "better match" between people and their job.
- These changes can be small, inexpensive, and customizable.

 This healthy job environment takes care of both the workers and the workplace, so that the former will thrive, and the latter will succeed.



Managing People's Relationships with Their Jobs



Christina Maslach and Michael P. Leiter

